

2018 ANNUAL REPORT

FIVE STORIES THAT DEFINED OUR YEAR



Decide DeKalb

Development Authority

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CFO and Executive Vice-President

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Director – DeKalb Entertainment Commission

TJ Filipowicz
Director – Marketing & Communications

Toyasha Vaughn
Project Manager

Jen Hagler
Project Manager

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Office Manager

As of December 31, 2018

FIVE STORIES THAT DEFINED OUR YEAR

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GROWTH AND DEVELOPMENT: SIX KEY STRATEGIC GOALS TO MOVE DEKALB FORWARD

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DEAR STAKEHOLDERS,

*If I had to sum up 2018 in terms of what the Decide DeKalb Development Authority accomplished, I would have to use the word **collaboration**. At Decide DeKalb, we spent the year working with leaders from the community, businesses, the entertainment industry, and the government – as well as residents – to continue to make DeKalb an economic powerhouse.*

You'll read five important stories in the coming pages that highlight our accomplishments in 2018. We worked with residents and other stakeholders to gather feedback for our long-term strategic economic development plan that will continue to competitively position the county for business growth, retention and expansion opportunities. We created a public-private partnership to bring business leaders to the table so they can have a vested stake in our path ahead. Our team closed a total of 10 exciting projects totaling \$150 million in capital investment and well over 2,000 new and retained jobs. Amazing work.

Building on the growing momentum of Georgia's booming billion-dollar film industry, we strengthened our position as the premier county for major entertainment projects. Decide DeKalb actively marketed the state's film tax credit and implemented a streamlined process for film and television crews – making DeKalb a filming-friendly location for projects of all sizes and scales. We continue to build on our existing industry relationships while fostering new opportunities for future productions.

This collaborative process also extended to our colleagues at DeKalb County Government. We have continued to receive support from DeKalb County Chief Executive Officer Michael Thurmond as well as the Board of Commissioners as we all work together to make the county the destination for businesses, small and large. We also continued to work closely with the 13 cities in DeKalb County to ensure economic opportunity is experienced countywide.

I would like to sincerely thank my fellow board members for sharing their time, energy and expertise with this organization to help us continue to move forward. I'd also like to recognize the dedicated and hardworking Decide DeKalb staff whose efforts helped us continue to deliver for DeKalb, as well as to pave the way forward for continued success in the coming year.



Don Bolia, Chair

Board of Directors

Don Bolia, Chair
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DLA Piper
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NAI Brannen Goddard
Senior Property Manager

Jim Monacell
Board Legal Counsel
Smith, Gambrell & Russell LLP

As of December 31, 2018



1 GROWTH AND DEVELOPMENT: SIX KEY STRATEGIC GOALS TO MOVE DEKALB FORWARD

The key to a successful year is maintaining the progress and momentum established in prior years. At the beginning of 2018, Decide DeKalb identified six goals and objectives to continue its mission to promote and sustain a thriving and diverse business community. Below are the goals and a few of the ways the organization achieved those goals.

2

GOAL 1 Execute an aggressive business development plan that will attract, retain and expand investment, promote job growth and enhance our business climate.

Result: We generated **\$150 million** in capital investment and well over **2,000 new and retained jobs**. We met regularly with major partners who are also focused on economic development, including the Georgia Department of Economic Development, Georgia Power, the DeKalb Chamber of Commerce, the Metro Atlanta Chamber, Innovation Crescent Regional Partnership and the Atlanta Regional Commission, just to name a few. These face-to-face meetings allowed us to properly strategize ways in which our collaborative efforts could help achieve this goal.

GOAL 2 Provide additional tools and resources to the small business community.

Result: In celebrating National Small Business Week, Decide DeKalb held an event focused on women and small business owners. Decide DeKalb's Small Business development liaison, along with the DeKalb Chamber hosted a screening of "Dream, Girl", a film featuring inspiring and ambitious women entrepreneurs sharing their stories on what it means to be a woman, a leader and a dream chaser. Over 30 small business owners attended the event.

GOAL 3 Implement recommendations and manage the DeKalb Thrives process.

Result: In keeping with its strategy to develop a **Strategic Economic Development Plan (SEDP)** every five years, Decide DeKalb coordinated and facilitated the development and consultant selection for the SEDP, which was nearly completed by the end of 2018 (see more about the SEDP process on page 8), We also continued to manage and implement the Entertainment Strategic Plan Recommendations that were adopted in January 2017. Additionally, we cultivated and maintained relationships with key production executives and companies to recruit productions (read more about DeKalb Entertainment Commission's 2018 accomplishments on page 10).

GOAL 4 Employ progressive marketing and communications strategies and tactics that effectively position DeKalb County as a prime location for businesses to thrive.

Result: We leveraged media relationships to highlight Decide DeKalb's accomplishments throughout the year by distributing ongoing news releases and media advisories to local media. We also increased engagement with external stakeholders and residents by implementing ongoing communications through our social media channels. The Atlanta Business Chronicle's DeKalb Market Report, Atlanta Journal Constitution and FOCUS: Atlanta are just a few of the publications that highlighted the work of Decide DeKalb in 2018.

GOAL 5 Secure Decide DeKalb's future funding from existing sources and prepare for new opportunities that generate additional financial resources for Decide DeKalb and new programs for businesses.

Result: We completed a private sector funding feasibility study to determine if and how a campaign should be conducted. As a result of those findings, we launched a new initiative called **Advance DeKalb**, a public/private nonprofit partnership that represents a joint economic development plan and fundraising campaign which raised nearly \$1 million by the end of 2018 (read more about Advance DeKalb on page 4).

GOAL 6 Advance new programs that enhance and widen the scope of financial tools and services available for use by businesses.

Result: In 2018, we completed a **Tax Allocation District (TAD) recommendations study**, which gave the organization a clear path forward. Through our existing relationships, we will promote catalytic redevelopment projects throughout DeKalb, with a focus on sites that are owned by the county or adjacent to it. Before launch, we will ensure that we leverage our existing dollars with another organization that has a goal of revitalized commercial corridors. Additionally, we also developed relationships with potential development partners – such as Pullman Yards and MARTA – for community changing projects within DeKalb. And finally, we laid the groundwork to stimulate investments in Federal Opportunity Zones in 2019 and beyond.



2 ADVANCE DEKALB – FIRST OF ITS KIND PUBLIC/PRIVATE PARTNERSHIP

In 2018, Decide DeKalb did something it has never done before: it established a public/private nonprofit partnership that was a combination economic development plan and fundraising campaign.

Called Advance DeKalb, the partnership is being billed as a “transformative and inclusive economic growth initiative” with three goals: comprehensive economic development, talent and workforce development, and infrastructure and community development. **Ryan Millsap**, Chairman and CEO of Blackhall Studios, and Decide DeKalb Chairman **Don Bolia** are leading the campaign.

“For the first time, we are bringing the private sector to the table,” says Bolia. “Top business leaders in DeKalb County are now partnering with Decide DeKalb to help make decisions for the county. It creates a better dialog and a spirit of collaboration. We now have a unified voice to economic development that we haven’t had in the past.”

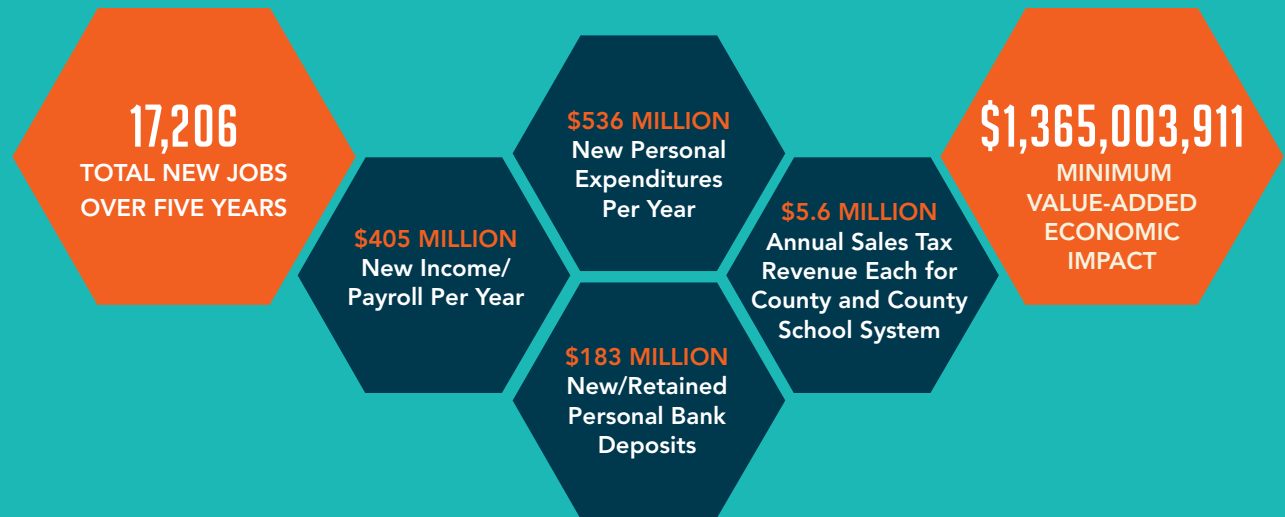
Decide DeKalb hired POWER 10, a capital campaign consulting firm, to help guide the process. The firm

started with a feasibility study – in which they interviewed 50 business leaders – to see if this would be something the community needed and would support. Feedback was favorable and the campaign was launched.

Fundraising began in the fall of 2018, and by the end of the year, the campaign was well on its way to meeting its \$1.5 million goal, through mostly private sector donations. Funds will be used for issues identified in the county’s strategic plan, which include:

- ▶ Grow jobs, business and Decide DeKalb’s brand – by strengthening our brand and marketing capacity, enhancing our resources to recruit, expand and retain businesses, and nurturing target industry start-ups and small business growth.
- ▶ Retain and attract a skilled workforce – by expanding internships and apprenticeship programs, building greater awareness of the county’s job opportunities, and supporting education and training initiatives.

PROJECTED IMPACT AND ROI OF ADVANCE DEKALB



- Invest in revitalization, the community and our future – by creating best practices for our community and a sense of place, revitalizing older areas with catalytic redevelopment projects, and investing for the long term through creative financial tools.

Implementing this plan is projected to bring in 17,200 new jobs and \$1.4 billion value-added economic impact over the next five years.

“Private-public partnerships are the gold standard for economic development in the U.S.,” says **Demming Bass**, development director for POWER 10, who served as the project lead for Advance DeKalb. “The most successful economic development plans are built around this. When companies are involved in the process, they are more committed and more likely to stay if they feel like they have a voice.”

WHAT’S THE IMPACT OF NEW BUSINESS RECRUITMENT?

The ADVANCE DEKALB 2019-2023 Strategic Economic Growth Initiative will result in a variety of tangible and intangible benefits to the county.

According to an independent Economic Impact Analysis conducted by the Economic Impact Group in July 2018, we can expect significant new jobs for the county, greater demand on existing businesses that will spur new business growth, new business attraction, and new capital investment for the entire county.

	JOBS	PAYROLL
DIRECT*	8,000	\$546,099,309
INDIRECT**	4,103	\$195,447,940
INDUCED***	5,103	\$209,803,611
TOTAL	17,206	\$951,350,860

* Direct Jobs: High wage jobs recruited by Decide DeKalb

** Indirect jobs: Additional jobs created from inter-industry purchasing.

*** Induced Jobs: Additional jobs created by the additional spending of wages and salaries.



3 WINNING! DOUBLE DIGIT PROJECT WINS FOR THE THIRD CONSECUTIVE YEAR

Economic Development is at the cornerstone of what Decide DeKalb does, and 2018 was another very successful year in terms of bringing in new jobs, new investments and helping to expand existing businesses.

The numbers speak for themselves: 10 projects won, well over 2,000 new and retained jobs and \$150 million in capital investment all coming to DeKalb County. Since our inception five years ago, Decide DeKalb has consistently demonstrated our capabilities to attract diverse, high-quality companies to our county.



THE COUNTY'S KEY WINS IN 2018

ATLANTIC AVIATION

Jobs: 2 new jobs and 34 retained jobs in DeKalb

Capital Investment: \$16,500,000

CHRIS 180

Jobs: 20 projected new jobs and 200 retained jobs in DeKalb

Capital Investment: \$12,000,000

CSM BAKERY

Jobs: 165 new jobs to DeKalb

Capital Investment: N/A

GRAPHIC PACKAGING

Jobs: 217 retained jobs in DeKalb

Capital Investment: \$16,500,000

MOVING IN THE SPIRIT

Jobs: 10 full-time and 9 part-time and 2 full-time and 5 part-time new jobs in DeKalb

Capital Investment: \$8,000,000

NORTHSIDE HOSPITAL

Jobs: 1,100 projected new jobs relocating to DeKalb and 300 net new jobs to be added

Capital Investment: \$47,000,000

RAINEY RECOVERY WEAR

Jobs: 9 new jobs and 12 retained jobs to DeKalb

Capital Investment: \$1,000,000

SHELTON MCNALLY REAL ESTATE PARTNERS

Jobs: 7 retained jobs and 3 new jobs to DeKalb

Capital Investment: \$38,000,000

SOUTH COLLEGE

Jobs: 100 new jobs to DeKalb

Capital Investment: \$1,800,000

VERITIV

Jobs: 150 new jobs to DeKalb

Capital Investment: \$1,375,000

"The Atlanta area represents a strategic focal point unlike any other for us and we're thrilled to offer enhancements to our already award-winning service."

– PAUL REYNOLDS,
GENERAL MANAGER OF
ATLANTIC AVIATION'S
PDK FACILITY

4

BUILDING ON MOMENTUM: HOW PREVIOUS ACCOMPLISHMENTS SET THE TONE FOR THE SEDP UPDATE



In 2016, Decide DeKalb and the DeKalb County government finalized a comprehensive, three-year strategic plan to ensure the county's economic success in the metro region, the U.S., and worldwide. Named "DeKalb Thrives," this effort included short, medium, and long-term objectives identified through robust engagement with partners and stakeholders.

Accomplishments by the partner organizations were monitored as they laid the groundwork for what would become the preparation for the next strategic plan.

Infrastructure improvements, equality in economic development, job training and affordable housing were some of the key issues on the minds of the residents and business owners who attended three town hall meetings convened in the summer and fall of 2018 designed to garner community input and support for the 2023 Strategic Economic Development Plan (SEDP).

Led by RKG Associates, an economic consulting firm hired by Decide DeKalb and DeKalb County Government to develop the plan, attendees of these town hall meetings discussed areas where the county is leading and what issues to address over the next five years. Additional input was gathering via an online community survey available to all county residents, ensuring an inclusive process.

"The strategic economic development plan creates a road map for the future," says Jen Hagler, project manager for Decide DeKalb. "It serves as a guide on how the county is going to grow and stay competitive in the future."

8

"THE STRATEGIC ECONOMIC DEVELOPMENT PLAN CREATES A ROAD MAP FOR THE FUTURE. IT SERVES AS A GUIDE ON HOW THE COUNTY IS GOING TO GROW AND STAY COMPETITIVE IN THE FUTURE."

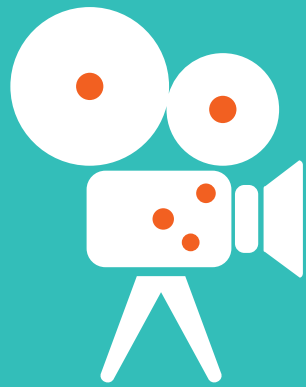
– JEN HAGLER, PROJECT MANAGER, DECIDE DEKALB



Following the information-gathering phase, committee of 20 representatives from municipalities, community improvement districts, public and private businesses, Decide DeKalb and county government met during six working group sessions to further develop a framework for the strategic plan. RKG also interviewed nearly 70 business owners, franchisees, elected officials and representatives from anchor companies in the county.

Armed with this feedback, RKG set out to develop a plan to capitalize on the county's strengths while developing strategies to deal with its weaknesses.

"All of these improvements will benefit everyone in DeKalb County, from the stakeholders to the business owners to the residents," says Hagler, "and will continue the economic growth and prosperity of the county."



5 THAT'S ENTERTAINMENT: DEC WORKING TO AMPLIFY FILM, MUSIC AND DIGITAL GAMING PRODUCTION

Consider you're a production company looking to film a movie or TV show in Georgia – more specifically in DeKalb County. Before you even leave Hollywood, you could have selected several film locations, filed for permits to shoot in a specific place and tapped into the talent the county – and state – has to offer to produce your movie or television show from start to finish.

All of these elements – an online locations mapping database, streamlined online permitting process and growing Georgia's talent base – are all established resources that are the result of the efforts of the DeKalb Entertainment Commission (DEC) in 2018.

The DEC was established at the end of 2016 as part of Decide DeKalb, and in 2018, Shelbia Jackson was named the organization's first director. She and her team spent the better part of the year not only making it easier to bring the entertainment industry to DeKalb, but also DeKalb County residents to the entertainment industry.

DeKalb County is home to three major studios that include 13 soundstages, as well as music venues, production and recording studios and the talent to bring it all together. Even digital and gaming companies have found their way into DeKalb.

"Our overall purpose is to support the industry that is already here, expand existing film and entertainment companies and attract new business opportunities," says Jackson. "We also empower our community by providing training opportunities to those individuals who want to work in the industry."

Film location scouts can find prime locations to shoot their films, thanks to the "Film Location Mapping Portal" DEC set up that allows scouts to search a database based on the criteria they need. Through our "Film Location Registry," county business owners and residents can list their properties in the database as well.

Production companies needing to file for permits only have to look in one place: our "Permit Portal" that displays an interactive map of the county. They click on the area/municipality they are interested in and all the information they need to obtain a permit is at their fingertips. Implementing this new tool was a major accomplishment of 2018.

"With the launch of FilmApp DeKalb – our online Permit Portal – we were able to streamline the permitting process for film productions anywhere in the county," Jackson says. "It is all online in one place."

While DEC worked tirelessly to streamline everything for the entertainment industry, the organization also put on a series of workshops and expos to train those interested in joining that industry in everything from animation, film production, music recording and gaming. The annual Entertainment Expo was held in November and was the largest one yet, offering "mentor meet ups," panel sessions, hands-on workshops and meetings with industry vendors.

The DEC also established a partnership with DeKalb County Schools in which students learn skills related to the film industry, and launched the first ever "DeKalb Student Film Festival."

In 2018, the DEC initiated and developed its inaugural "Music Roundtable" in which industry professionals were brought together to brainstorm ideas and opportunities on how the county can help the music industry grow within DeKalb. The DEC also marketed tax credits for music projects scored in Georgia and for tours rehearsing and beginning the launch of their tours in the state. These credits can be applied to film, television, music and digital entertainment.

As the industry has continued to grow, Jackson says it brings in "hundreds of thousands of dollars in revenue for the county and local businesses, as well as jobs for its residents." It has also become an example for other counties in Georgia.

"We have risen to the occasion and have become a leader within the entertainment industry as well as for other counties who want to build out their resources and benefit from the industry," she says. "We have initiated best practices that others now want to follow."

All to prove the entertainment industry is alive and well in DeKalb County.

Productions Filmed in DeKalb in 2018

Jungle Cruise

Dead Pool 2

Boy Erased

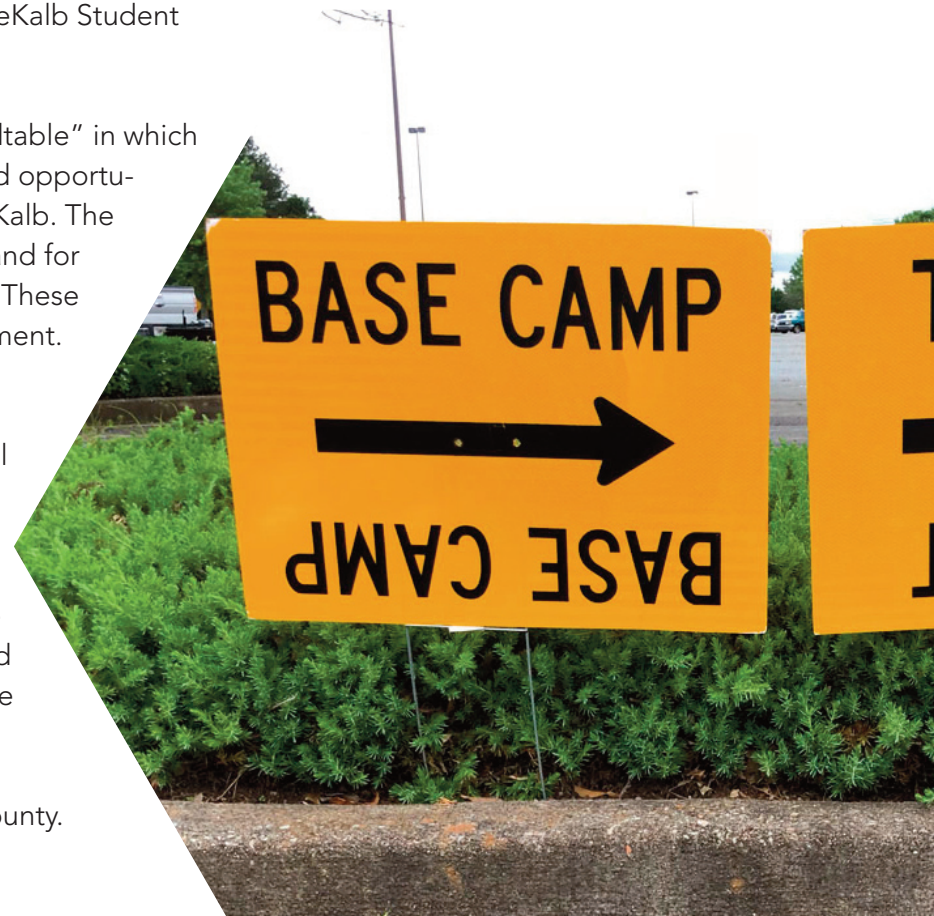
Godzilla: King of the Monsters

Mile 22

Ozark

The 15:17 to Paris

Venom



Responsibility rests at the core of what Decide DeKalb endeavors towards everyday.

For the year ending December 31, 2018, the Authority expended \$3.0M, which resulted in \$150M in capital investment and the creation and retention of over 2,000 jobs across the same period.

As the primary economic development organization for DeKalb County we hold our charge in high regard and we act responsibly as we push forward toward our goals. Being fiscally responsible is woven through every action we take and our financial position as of December 31, 2018 clearly demonstrates this. For the third consecutive year, our balance sheet continues to grow positively. Our reserve balance will provide us with 18 months of operations and we continue to use funds prudently. With that we present to you our fiscal position as of 12/31/2018.

Statement of Net Postion

December 31, 2018

Decide DeKalb Development Authority

ASSETS

Current assets

Cash and cash equivalents	\$2,573,793
Accounts receivable	297,979
Due from other governments	561,610
Prepaid items	12,866
Notes receivable	272,699

Total current assets	3,718,947
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Noncurrent assets

Capital assets, net of depreciation	3,289,613
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Total noncurrent assets	3,289,613
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Total assets	7,008,560
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Deferred outflows of resources

Deferred charges on refunding	111,417
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LIABILITIES

Current liabilities

Accounts payable	131,857
Accrued liabilities	199,103
Bonds payable, due within one year	720,000

Total current liabilities	1,050,960
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Noncurrent liabilities

Bonds payable, due in more than one year	3,290,000
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Total noncurrent liabilities	3,290,000
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Total liabilities	4,340,960
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Net position

Net investment in capital assets	(608,970)
Unrestricted	3,387,987

Total net position	\$2,779,017
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Statement of Revenues, Expenses, and Changes in Fund Net Position

Proprietary Funds
For the Year Ended December 31, 2018
Decide DeKalb Development Authority

Operating revenues

Transaction fees	\$ 716,863
Intergovernmental income	1,555,882
Program income	17,941
Lease income	46,200
Other income	839,937
Total operating revenues	3,176,823

Operating expenses

Economic development	2,129,200
Depreciation	378,061
General & Administrative	387,192
Total operating expenses	2,894,453

Operating income (loss) **282,370**

Interest income	13,617
Interest expense	(152,231)
Change in net position	143,756
Net position at beginning of year	2,635,261
Net position at end of year	\$2,779,017



Decide DeKalb

Development Authority

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